



**MAYS BUSINESS SCHOOL**  
T E X A S   A & M   U N I V E R S I T Y

**HANDBOOK**  
**for**  
**Ph.D. in Business Administration**  
**with a**  
**MAJOR IN MARKETING**  
**at**  
**Mays Business School**  
**Texas A&M University**

This version was last edited in March 2024

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# INTRODUCTION

This **Handbook** is intended to supplement **The Mays Business School Ph.D. Handbook**, which is available upon request and the **TAMU Graduate Catalog** (available at <http://catalog.tamu.edu/>) in outlining the requirements for a Ph.D. in Business Administration with a major in **Marketing**.

It is the **students' responsibility to know the degree program requirements**. The Office of Graduate and Professional Studies (OGAPS), Mays Dean's Office, and the Ph.D. Advisor are available to assist the students, but it is up to the students to ensure that they have personal knowledge of the requirements of their degree program.

## 1. MISSION STATEMENT

The mission of the doctoral program in marketing is to facilitate the development of research, teaching and other professional skills that enable successful academic careers in marketing at leading research institutions.

The doctoral program in marketing brings students to the leading edge of knowledge in the field. Through rigorous coursework and research activities, it provides doctoral students with an in-depth understanding of the theoretical, conceptual, managerial and methodological foundations of marketing.

## 2.PROGRAM OBJECTIVES

The Ph.D. program in Business Administration with a major in Marketing has three major and interrelated objectives:

- To provide a comprehensive knowledge of marketing concepts and practices that can support the research and teaching interests of doctoral students.
- To develop advanced competencies and methodological skills for conducting research publishable in top-tier academic journals
- To prepare candidates for the varied responsibilities of academic and related careers, such as teaching in a selected discipline at the university level, being able to evaluate disciplinary research, and being able to serve in service roles that academics are required to be involved in.

Throughout the program, an in-depth understanding and appreciation of relevant theoretical and empirical literatures is emphasized. Students are expected to gain the necessary conceptual and methodological skills to carry out high quality research.

These objectives are accomplished in several ways – formal coursework, independent study and reading, formal assignment as a research assistant, student- or faculty-initiated research projects, and dissertation research. The research component can lead to students authoring or co-authoring papers with one or more faculty members or other Ph.D. students.

A variety of activities provide students with the opportunity to broaden their development. These activities are valuable learning opportunities, and doctoral students **are expected to actively**

**participate.** These activities include: seminars presented by prospective faculty members, current faculty, and/or visiting faculty and executives; brown bag luncheon seminars; research camps; meetings with business executives when appropriate; and participation in academic conferences.

It is imperative that prospective and entering students recognize that developing research skills is the fundamental objective of our program. However, we aim to help students become good teachers and good team players at the institutions that they will join after graduation.

### **3. FACULTY AND DEPARTMENTAL RECOGNITION**

Faculty members in the Department of Marketing have received numerous research and teaching awards as well as other forms of recognition such as election to major offices in professional associations. These professors are actively engaged in a variety of research projects; the results of which are regularly disseminated through articles in major journals, teaching and consulting activities, books and participation in conferences and meetings.

The department is an excellent choice for the Ph.D. student who is seriously interested in an academic career at major research universities. The department's national recognition and a well-designed doctoral program place us in a strong position to assist our doctoral graduates in developing attractive placement opportunities at quality schools upon completion of their studies. Our faculty serve on a number of major editorial review boards, including:

- *Journal of Marketing Research*
- *Journal of Marketing*
- *Marketing Science*
- *Management Science*
- *International Journal of Research in Marketing*
- *Journal of the Academy of Marketing Science*
- *Journal of Interactive Marketing*
- *Journal of Retailing*

Marketing department faculty members also serve or have served in the following major editorial roles: editor of *Journal of Marketing*, editor of *the Journal of Academy of Marketing Science*, editor of *AMS Review*, co-editor of the *Journal of Interactive Marketing*, editor of the *Journal of International Marketing* and associate editors of all major marketing journals.

### **4. RECENT PLACEMENTS**

Our graduates hold or have previously held faculty positions at universities such as:

Boston College	Emory University	University of Missouri
Baruch University	Georgia Tech	University of Central Florida
North Carolina State	McGill University	University of Houston
University	University of Notre Dame	University of North Carolina at
Indiana University	University of Illinois Urbana-	Chapel Hill
University of Arizona	Champaign	University of South Carolina
Boston College	University of Missouri	University of Tennessee at
Baylor University	Michigan State University	Knoxville

# PROGRAM INFORMATION

## 1. ADMISSION

A formal application is required of all individuals seeking admission to the Marketing Ph.D. Program. Detailed information about the application process and online applications are on the Department of Marketing website <https://mays.tamu.edu/graduate/phd/marketing/>. All Ph.D. applicants are strongly encouraged to submit their application by December 10 because this allows them to be considered for some forms of financial support that may be unavailable for later applicants (including University, Mays, and Departmental Fellowships).

### 1.1 APPLICATION PROCESS

If you are currently enrolled in another graduate degree program at Texas A&M, please send an email to the Mays PhD Program: [phdprogram@mays.tamu.edu](mailto:phdprogram@mays.tamu.edu)

The application procedure for all other candidates is as follows:

1. A formal application must be submitted on-line at: <https://businesscas.org/apply/>
2. As part of this on-line application process, applicants need to provide the names of three references and their e-mail addresses. The references will then be contacted with detailed instructions on how to submit their letters of reference in an electronic format. **Please note that references are strongly encouraged to submit recommendations electronically. Sending via postal mail will significantly slow the review process.**
3. Towards the end of the on-line application process, applicants need to upload:
  - A. A personal statement in which you should explain *why you would like to pursue a PhD in Marketing at Mays Business School at Texas A&M University*. Limit your statement to two typed pages, double-spaced.
  - B. A resume (maximum two pages).
  - C. Transcripts of all university-level coursework since graduating from high school. Include English translations as applicable. Unofficial transcripts and translations are accepted and encouraged in the initial review stage.
  - D. GMAT or GRE scores and TOEFL scores, if applicable.
4. At the end of the on-line application process applicants will be asked to pay the application fee using a credit card. This is the only acceptable form of payment.

#### ***Important tips:***

- The submission of additional materials that are not specifically requested can slow the review process.
- Applicants who meet the criteria for admission will later be asked to produce official test score reports, as well as official transcripts and degree verifications, properly translated into English where applicable. Detailed instructions will follow for those applicants. Admission to the Ph.D. program will only be granted once such official documents are received.
- If any significant discrepancies between unofficial and official documents are revealed, your admission will be automatically withdrawn.
- Applications from international students can be reviewed *without* a TOEFL score on file.

However, once a student is admitted to the program, university regulations may require the student to take the TOEFL in the first year here.

- Applicants *do not need to send official GMAT, GRE or TOEFL scores with their application*. Self-reported scores are acceptable in the initial review stage. If an application is approved, applicants will be asked to send official scores at that time. If there is a discrepancy between the self-reported scores and the official ones the admission decision will be rescinded.

## 1.2. REVIEW PROCESS

Complete applications will be reviewed by the Marketing Ph.D. Council. Admission to our program is extremely competitive, with approximately seventy applications received for two to three openings each fall. Multiple criteria are considered when evaluating candidates for admission. They include:

5. Performance in previous degree programs;
6. GMAT or GRE scores;
7. Letters of recommendation attesting to the applicant's potential for success in a competitive graduate program;
8. A written personal statement in which the candidate demonstrates that his or her research interests are consistent with those of the Mays Marketing faculty and that the applicant's professional and educational goals are congruent with the requirements and objectives of the Ph.D. program.

Applicants who meet the initial selection criteria will be contacted for a telephone or personal interview. Applicants who successfully meet the admission criteria will be recommended for admission, subject to final review and approval by the Executive Associate Dean of Mays Business School.

The primary considerations in determining the number of students admitted each year are the faculty's ability to supervise doctoral students' education and the existence of adequate funding. Students are generally not admitted to the PhD program without financial support because the duties associated with research and graduate assistantships form an integral part of the Ph.D. educational process.

The awarding of your graduate assistantship is contingent upon the successful completion of a criminal background check as required by Texas A&M University Regulation 33.99.14 governing all employees. If you have further questions regarding this policy please contact us.

Admission to Texas A&M University and any of its sponsored programs is open to qualified individuals subject to the above conditions regardless of race, color, religion, gender, sexual orientation, national origin, or educationally unrelated handicaps.

## **2. RESIDENCE AND REGISTRATION REQUIREMENTS**

Students in residence are expected to devote their time and energy to graduate studies on the Texas A&M campus under the guidance of the Ph.D. Program Director early in the program and the Advisory/Dissertation Committee, especially the chairperson, later in the program.

## 2.1. MAJOR PURPOSES

The residence requirements for graduate degrees are intended to ensure that the student has an opportunity to benefit from the advantages of a university environment. These advantages include the accessibility of computing facilities, library, and other physical facilities, as well as the opportunity to participate in seminars and interact with the faculty and other students. Another purpose of the residence requirements is to give the faculty the opportunity to monitor doctoral students' professional development, guide and direct their studies, and assess their competencies.

## 2.2. MINIMUM RESIDENCY

For university purposes, students who enter a TAMU doctoral program with a baccalaureate degree must spend a minimum of two academic years in resident study on the campus at College Station. Students who hold a master's degree when they enter doctoral degree programs must spend at least one academic year in resident study on the campus. In either case, one academic year beyond the first year of graduate study must be in continuous residence on the campus of Texas A&M University at College Station.

However, these university residency requirements are generally insufficient for the Marketing Ph.D. program. Our program is a five-year full-time program, and our students generally hold a Graduate Assistantship appointment that requires their presence on campus for up to 20 hours per week, for five years. **Due to the unique nature of our program, the Department of Marketing expects a five-year residency period for all admitted doctoral students.** All students that hold a Graduate Assistantship are expected to be in town for the duration of their assistantship, with the exception of travel to professional conferences and consortia approved by the Ph.D. Program Director.

## 2.3. MINIMUM REGISTRATION

All doctoral students in the Department of Marketing are required to register for a minimum of 9 credit hours during regular Fall and Spring semesters. The registration requirements for summer terms vary, depending on the student's previous level of education, and the level of financial support received during each summer semesters. The following guidelines will govern summer registration requirements:

- All students must register for a minimum of three hours in the summer after their full first year in the program.
- Students who receive certain types of scholarships or fellowships may have to maintain a minimum three- or six-hour registration for the first summer term; these students will be notified of these requirements as part of their scholarship conditions.
- Students who receive one month of Graduate Assistantship (GA) support during the summer must register for at least three credit hours, and they must be enrolled during at least part of the month for which they receive the GA support.
- Students who receive two months of Graduate Assistantship (GA) support during the summer semester must register for at least six credit hours. These may be distributed as follows: Three hours during the first short summer term and three hours during the

second short summer term, or six hours during the long, ten-week summer term.

- Students who plan to graduate during a summer semester must register for a minimum of one credit hour during that semester.
- International students who are not US citizens or US permanent residents *may* be subject to additional requirements for the purpose of maintaining a current immigration status in the US. Due to frequent changes in immigration laws and regulations, these students must inquire about the most up to date conditions applicable to their particular situation. Such inquiries may be conducted with the University's office for International Students and Scholars (ISS), a board-certified immigration attorney, or the US Citizenship and Immigration Service.

#### 2.4. IN ABSENTIA REGISTRATION

Doctoral students admitted to candidacy and no longer in residence, but who are still engaged in research for their dissertations, must register *in absentia* for one hour of MKTG 691 (Research) credit each regular semester until all requirements for the degree have been completed. In addition, students who plan to graduate during a summer semester must also register for a minimum of one credit hour during the summer semester.

#### 2.5. RECORDS

Students are responsible for their own records at the Mays Business School. The student should coordinate with the Marketing Ph.D. Program Director and Chair of the Advisory Committee to ensure that all required forms are filed and approved. The Executive Associate Dean and the Marketing Ph.D. Program Director should be notified of changes in course of study, change of address and telephone numbers, and any other information pertinent to the individual student records.

### **3. FINANCIAL INFORMATION**

Except under the most unusual circumstances, the department does not admit students unless it can fund their education through competitive Graduate Assistantships (GA). The amount of the GA stipend depends on budget considerations and student qualifications. GA students are also eligible to receive health insurance benefits and are entitled to pay in-state tuition regardless of their residency or immigration status. Some of the most qualified applicants may also receive money in the form of a fellowship, in addition to the basic stipend.

Graduate Assistantships are generally offered for a period of up to five years, subject to annual renewal, subject to funding availability and student performance in the Ph.D. program. Graduate Assistantships require students to work 20 hours per week in research- or teaching related assignments. The Marketing Ph.D. Program Director will assign Graduate Assistants to faculty members or teaching duties after consulting with the Department Head, students, and faculty. Graduate Assistants who are not teaching should be relatively flexible in arranging their hours of availability. Their faculty supervisors will directly evaluate their performance for continued receipt of financial support. Graduate Assistants should always feel free to discuss their assistantship assignments with the Ph.D. Program Director or the Department Head. All graduate

assistants, regardless of their current assignment, are also expected to assist with occasional departmental tasks, such as proctoring exams for faculty who teach large sections, assisting visiting scholars etc.

## **4. PROGRAM CURRICULUM AND REQUIREMENTS**

### **4.1. CREDIT HOURS REQUIREMENTS**

The Ph.D. Program requires a minimum of 64 semester hours beyond a master's degree or 96 semester credit hours beyond a bachelor's degree if the student does not have a master's degree at the time of admission. To ensure that the student is well trained in their area of study, most students take classes beyond the 64 credit hour minimum. For example, it is not typically feasible to write a dissertation proposal, conduct the research, write the final dissertation and defend it in 18-28 credit hours. Each of the areas identified in the summary above are discussed in the following subsections.

The minimum requirements for a Ph.D. in Business Administration with a major in Marketing (for students entering the program with a master's degree) are:

<u>Area</u>	<u>Minimum Credit Hours</u>
Marketing Seminars	12
Research Methods	12
Elective Courses	12
First Year Paper and Presentation	
Second Year Paper and Preliminary Examination	
*Dissertation Research	18 - 28
<b>Total Minimum Requirement<sup>2</sup></b>	<b>64</b>

**100 Credit Hour Cap.** In 1997, the State of Texas passed legislation that limits the number of credit hours beyond the master's degree that the State will financially support. State universities, including Texas A&M, have been given the authority to charge non-resident tuition to PhD students who accrue 100 or more hours of PhD coursework regardless of residence status.

### **4.2. TRACKS**

The Ph.D. program has two tracks: (1) strategy/quantitative and (2) consumer behavior. These tracks only differ in the elective coursework that the students take. All other requirements and program milestones are identical across the two tracks. Students are admitted into a specific track and may not change tracks during the program.

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<sup>2</sup> This is the TAMU minimum requirement. The minimum of 64 semester credit hours is normally exceeded because of the minimum enrollment requirement of 9 hours during fall and spring semesters and 6 hours during the summer term for doctoral students in the Mays Business School.



### 4.3.COURSEWORK

The Ph.D. program coursework consists of four departmental seminars plus supporting coursework (i.e., Research Method and Elective Courses) in economics, statistics, psychology or other related fields. If necessary, as determined by the Ph.D. Program Director, students may be asked to take a preparatory Math for Economics and Introductory Econometrics course, typically offered in August.

Marketing doctoral level courses are offered on a rotating basis with each course offered every other year. The Department of Marketing offers the following level **required doctoral courses** (each course is equivalent to 3 credit hours):

- MKTG 687 (Seminar in Marketing Models)
- MKTG 688 (Seminar in Marketing Theories)
- MKTG 682 (Seminar in Marketing Strategy)
- MKTG 680 (Seminar in Consumer Behavior)

In addition, from time to time, the department may offer other doctoral seminars. All regularly scheduled or one-time departmental seminars are mandatory for all students.

#### **TYPICAL COURSE SCHEDULE FOR A STUDENT IN THE DOCTORAL PROGRAM IN MARKETING:**

	<b>FALL</b>	<b>SPRING</b>	<b>SUMMER</b>
<b>1st YEAR</b>	Marketing seminars and supporting courses		First year summer paper and presentation
<b>2nd YEAR</b>	Marketing seminars and supporting courses		Second year paper and presentation
<b>3rd YEAR</b>	Additional courses in methodological skills.	Dissertation research	
<b>4th YEAR</b>	Dissertation research	Dissertation research/Proposal defense	Dissertation research/ Job Market preparation and conference participation
<b>5th YEAR</b>	Dissertation research	Dissertation research	Dissertation research and graduation

Students without a foundation knowledge in statistics that is equivalent to TAMU's Statistics 651: Statistics in Research I (3 hours) and Statistics 652: Statistics in Research II (3 hours) may be required to take these courses or equivalent statistics foundation courses. Preferably, students will take these courses in the summer prior to beginning their work in the Ph.D. program. These

courses will not count toward the minimum of 12 credit hours of required coursework in Research Methods. A basic foundation competency in calculus is also required.

The following is a list from which students can select courses that can satisfy the research methods and elective requirement. Students should consult with the Ph.D. Director and/or their primary advisor prior to enrollment. This list is not comprehensive: more courses could be found in the graduate catalog: <http://catalog.tamu.edu/> .

ECMT 660	Mathematical Economics I
ECMT 669	Fundamental Mathematics for Economists
ECMT 675	Econometrics I
ECMT 676	Econometrics II
ECMT 677	Econometrics III
ECMT 678	Econometrics IV
ECMT 679	Econometrics V
ECON 629	Microeconomic Theory I
ECON 630	Microeconomic Theory II
ECON 631	Microeconomic Theory III
ECON 649	Industrial Organization I
ECON 650	Industrial Organization II
ECON 655	Experimental Economics
ECON 659	Game Theory
AGEC 621	Econometrics for Agribusiness
AGEC 622	Agribusiness Analysis and Forecasting
AGEC 637	Production Economics and Dynamic Optimization
AGEC 641	Operations Research Methods in Agricultural Economics
AGEC 672	Information Economics
STAT 608	Least Squares and Regression Analysis
STAT 610	Theory of Statistics I
STAT 611	Theory of Statistics II
STAT 615	Stochastic Processes
STAT 632	Statistical Decision Theory
STAT 619	Design and Analysis of Experiments
STAT 651	Statistics in Research I
STAT 652	Statistics in Research II
STAT 653	Regression and ANOVA
STAT 659	Categorical Data Analysis
STAT 689	Advanced Bayesian Methods
ISEN 602	Application of Random Processes
ISEN 622	Linear Programming
ISEN 623	Nonlinear and Dynamic Programming
ISEN 627	Engineering Analysis for Decision Making

PBSI 607	Experimental Psych
PBSI 671	EXP Design Behav Science
PSYC 603	Motivation and Cognitive Processes
PSYC 610	Organizational Psychology: Attitudes, Persuasion, and Social Influence
PSYC 607	Experimental Psychology
PSYC 621	Seminar in Social Psychology
PSYC 623	Standardized Tests and Measurements
PSYC 670	Theories of Social Psychology
SOCI 621	Social Psychology: Personality
SOCI 623	Measurement of Sociological Parameters
SOCI 631	Seminar in Sociological Research
EPSY 643	Applied Multivariate Methods
EPSY 689:	Special Topics in Motivation.
CSCE 633	Machine Learning
CSCE 636	Deep Learning
CSCE 689	Large-Scale Optimization for Machine Learning
ECEN 689	Reinforcement Learning
ECEN 740	Machine Learning Eng
ECEN 756	GAME THEORY
ECEN 756	Game Theory
ECEN740	Machine Learning Engineering
ECEN755	Stochastic Systems

As a part of the research methods requirement, students should be able to demonstrate familiarity with commonly used statistical and econometric concepts and procedures needed for marketing scholarship and appropriate for their chosen track. Students should be able to describe when the use of such concepts and procedures are appropriate, cite the kinds of design/data/sampling requirements that must be met in their use, use programs and software to run these analyses, and interpret how results of such analyses can be used to answer a variety of research questions.

#### 4.4.EXAMINATIONS

Four examinations (aside from those in courses) are part of the Ph.D. program: (1) first year paper and presentation; (2) second year paper and presentation/ preliminary examination; (3) dissertation proposal defense and (4) final dissertation defense. These examinations are described in more detail below.

#### 4.5.DISSERTATION RESEARCH

The culmination of the program is the dissertation research. Here students demonstrate their abilities and knowledge through independent research. This topic is discussed more fully later in this Handbook.

#### 4.6.DURATION OF THE DOCTORAL PROGRAM

**Mays Business School expects all students to graduate in five years.** Specifically, the Texas A&M University graduate catalog states the following: a) all requirements for the doctoral degree must be completed within a period of five consecutive calendar years for the degree to be granted; b) a course will be considered valid until five years after the end of the semester in which it is taken and credit for coursework more than five calendar years old at the time of the final oral examination may not be used to satisfy degree requirements; and c) a final corrected version of the dissertation or record of study in electronic format as a single PDF file must be cleared by the Thesis Office no later than one year after the final examination or within the five year time limit, whichever occurs first. Failure to do so will result in the degree not being awarded.

#### 4.7.ELPE AND TEACHING REQUIREMENT

All international students are required to take The English Language Proficiency Exam (ELPE). For more information on the test, please visit <https://iss.tamu.edu/Events-and-Programs/ELPE-Oral-Skills-Overview> . Graduate students are required to complete four sections: composition, reading, oral skills, and listening. The students are required to complete this exam by the end of their second year in the program and inform the Ph.D. Program Director as soon as they have passed it. Early registration is encouraged as many students routinely have to take the exam more than once.

Students are expected to independently teach two class sessions during their third or fourth year. The student will have a meeting with their advisor and the PhD program director to discuss issues related to their professional development and teaching preference by no later than March of their second year in the program. Their teaching preference includes what course to teach, the preferred time, and whether they would like to spread the teaching across two semesters or complete both sessions in a single semester. Based on this meeting, the student's advisor informs the PhD program director about the teaching schedule that will work best. If the PhD program director disagrees, they will consult with the department head to develop a revised teaching plan to facilitate the student's professional development. . After the required teaching has been completed (i.e., two courses/section), a student can be given an option to teach one more course/section to further improve their teaching before job interviews.

### **5. PROGRAM PROGRESSION**

To provide a sense of how the program unfolds over time, a program progression chart is presented in Appendix A. The following sections discuss the major elements presented in the program progression chart. Graduate school has also listed the steps to the doctoral degree.(<https://catalog.tamu.edu/graduate/academic-expectations-general-degree-requirements/#stepstofulfilladoctoralprogramtext>). Here is the link to resources for degree completion, <https://grad.tamu.edu/academics/degree-completion>

#### 5.1.INITIAL COUNSELING BY THE PH.D. DIRECTOR

The Department of Marketing Ph.D. Program Director serves as the advisor to each doctoral student in Marketing until the formation of his/her Advisory Committee. The Advisory Committee is normally formed at the end of the third semester or beginning of the fourth semester in the program. The role of the Ph.D. Program Director includes:

- Determining that the foundation requirements have been satisfied.
- Providing a general orientation to new doctoral students.
- Advising students on courses to be taken prior to the formation of their Advisory Committee.
- Counseling students with respect to general and procedural questions.
- Chairing the Departmental Doctoral Program Council.
- Facilitating the professional development of doctoral students.
- Providing annual feedback to the doctoral students.
- Coordinating the administration of the first year and second year paper and presentation requirements.
- Advising the Department Head on the graduate assistantship assignments of doctoral students.

## 5.2.FIRST YEAR PAPER AND REVIEW

At the end of the summer of a student's first year in the program, each student will be expected to develop a research paper proposal. The proposal will address an important marketing topic, identify a research gap in the literature, articulate the research questions, offer a conceptual framework and methodology, and discuss data (if relevant) issues. The student will be guided by a faculty member (First Year Project Advisor) chosen by the student in consultation with the Ph.D. Program Director. The student will submit the first year paper at the end of the summer of his/her first year to the Ph.D. Program Director and will present this paper to the Ph.D. Council. The Ph.D. council will review the paper and provide feedback to the student. Specific guidelines for the paper and the presentation will be provided to the students. The research proposal should be independent, original work completed by the students; however, they can seek guidance from one or more faculty members. Specifically, students are expected write the paper in its entirety, with a focus on (1) articulating the research questions, (2) having a in depth discussion the related literature and unique contributions of the study, and (3) selecting appropriate theories and developing hypotheses. The students also need to (1) provide a preliminary analysis of the data and (2) propose the appropriate model or research design to test these questions. It should be noted that while a full analysis of the model, or the completion of the lab experiments, is not required at this stage, adequate preliminary analysis is expected. Key evaluation criteria for the first-year paper are the student's ability to frame a research question/area conceptually based on extant literature and demonstrate the ability to do preliminary work for subsequent empirical investigation. Faculty can provide constructive criticism on the idea, research design and specific hypotheses presented in the paper but the student should find the best way to incorporate the suggestions received. In the judgment of the Ph.D. Council the second year paper is expected to be of a quality that will lead to eventual publication in a top journal.

At the end of the summer of a student's first year in the program, the Department of Marketing Ph.D. Council will conduct a review of the student's performance to date. A variety of information sources will be used – faculty from whom the student has taken courses, faculty with whom the student has worked, grades in courses, and the first year paper.

The primary purpose of the review is to diagnose the student's strengths and weaknesses to assist in guiding his/her continuing professional development. The student will receive both written and oral feedback from the Doctoral Program Council. In cases where the council believes that based on the student's performance in the program to date, it is not advisable for the student to continue being in the program, the student may be counseled to withdraw from the program.

If the Ph.D. Council determines that a student's performance in the program to date is satisfactory, but student's first year paper and presentation are of insufficient quality, the student will be given one semester to redo the paper and turn in a revised version. The Council will conduct a review of the revised document; if this is also deemed unsatisfactory the student will be dismissed from the program.

### 5.3. ESTABLISHMENT OF ADVISORY COMMITTEE

During the second year in the program, ideally by the end of the Fall semester, students need to form an Advisory Committee. The Advisory Committee guides and directs the student's academic program. The Advisory Committee supervises and approves the proposed degree program, the second year paper and presentation, the dissertation, and the final examination. In addition, the members of the Advisory Committee are responsible for counseling students on academic matters. Please check resources for degree completion <https://grad.tamu.edu/academics/degree-completion>.

**Committee Chair.** Each student needs to give thoughtful consideration about who they choose to serve as the chair her/his Advisory Committee. The Council of Graduate Schools in the United States suggests that students consider "faculty actively engaged in research" as potential committee members. An Advisory Committee Chair is typically selected because the student feels comfortable in discussing with the chair his/her degree program and because the faculty member has research interests that are related to the student's own research interests. Students are solely responsible for selecting their advisory committee, but the Ph.D. Director should be consulted prior to selecting the committee chair and members. The chair could be the First Year Project Advisor or any other suitable faculty member. Those selected, however, may refuse to accept if they are too busy or for any other reason. This renders the composition of the advisory committee "mutually agreed upon."

**Committee Composition.** Advisory Committees will consist of no fewer than four members - three from Marketing and one from outside the Department of Marketing. With the consent of the Advisory Committee Chairperson, a student may have more than five members.

In developing the composition of the Advisory Committee, a student should consider the following:

- The general area(s) of concentration. Identify faculty in the area(s) of concentration.
- The particular research interest. Identify faculty who are qualified to supervise such research.
- Career plans. Identify faculty members who have the expertise that could be helpful in accomplishing those plans.
- The faculty member from outside of Texas A&M University is required to (1) active TAMU credentials (UIN, NetID, and email address) in order to access the online system of dissertation approval, and (2) take the FERPA training. **The students need to communicate the mandatory process to the external members,** so they are aware of the amount of time and effort needed to be on the committee.

#### 5.4.PREPARATION OF DEGREE PLAN

The student's proposed degree plan must be filed with the Office of Graduate Studies before registration (or preregistration) for the fifth term, excluding summer terms, **and no later than 90 days prior to the preliminary examination. Since the preliminary examination is typically conducted in the month of August following the completion of the second year in the program, students need to have their degree plans approved by May of the same year.**

Information on submitting a degree plan can be found here: <https://grad.tamu.edu/knowledge-center/miscellaneous/review-student-degree-plans-and-petitions>. The degree plan must list all courses taken at TAMU after admission to the Ph.D. program. The proposed degree plan form must be signed by the student, the members of the student's Advisory Committee, and the head of the student's major department or the Departmental Ph.D. Program Coordinator. The degree plan form is then submitted to the Associate Dean for Research and Ph.D. Programs of the Mays Business School. The Associate Dean will verify compliance with program requirements and will then submit the proposed degree plan form to the Director of the Office of Graduate Studies. Subsequent to the approval of a degree program, additional coursework may be added by the student's Advisory Committee. This could occur if additional coursework is deemed necessary to correct deficiencies in the student's academic preparation.

After the degree plan is approved, it may be altered by a petition initiated by the student. A petition form is used for all proposed changes in membership of a student's Advisory Committee, change of major department, change in courses, requests for exception to published rules, etc. A petition requires approval of the Advisory Committee, the Department Head or Departmental Ph.D. Program Director, and the Associate Dean for Research and Ph.D. Programs before it is submitted to the Director of the Office of Graduate Studies.

#### 5.5.SECOND YEAR PAPER AND PERFORMANCE REVIEW

The second year paper and performance review is conducted in the summer following the second year and has a written and an oral examination component. This examination fulfills the university requirement for a preliminary examination. Consequently, the students need to ensure that the university requirements for the preliminary examination have been met. The guidelines can be found in this link: [https://grad.tamu.edu/getmedia/057866c0-306b-4704-aac0-e3b097597a54/ARCS\\_Student\\_Guide.pdf](https://grad.tamu.edu/getmedia/057866c0-306b-4704-aac0-e3b097597a54/ARCS_Student_Guide.pdf). Before taking the exam, the student needs to make a request for the exam in ARCS ( <https://grad.tamu.edu/knowledge-center/forms/preliminary-examination-checklist-and-report> ).

At the time of this examination students are expected to demonstrate a deep understanding of one or more areas in the field of marketing as well as mastery of research methods needed to conduct research in that area. Students should be able to articulate their perspectives on key theoretical and methodological issues as they pertain to their chosen area of research.

The written component of this examination is the second year paper, which represents the student's original research. This paper is expected to contain at least some preliminary results and is expected to be significantly more advanced than the first year research proposal. The student can pick a faculty guide/mentor who could be the same person as the First Year Project Advisor, or the chair of his Advisory Committee or any other faculty member. This paper could be the result of advanced work of his/her first year project or entirely new work. The paper could also be based on a course project. As is the case with the first year paper, this is supposed to be the students' original work, on which they can seek feedback from one or more faculty members.

The students are also expected to present the results of this research to the Ph.D. Council and to the doctoral students. The members of the student's Advisory Committee must be present to this presentation. As is the case with the first year paper, the Ph.D. Council will review the second year paper and provide feedback to the student. Specific guidelines for the paper and the presentation will be provided to the students. At this point, the Council will also conduct a review of the student's performance in the program to date and determine whether the student can advance to the next level in the program, if more remedial work is needed or if the student should be counseled out of the doctoral program.

#### 5.6.DISSERTATION COMMITTEE AND ADVISORY COMMITTEE

After the preliminary examination is successfully completed, the Advisory Committee becomes the Dissertation Committee. The student can change the composition of the Advisory Committee (including the Advisory Committee Chair) to better reflect the primary interests of the student's proposed dissertation research. It should be noted that changes to the advisory committee can take place at any time.

#### 5.7.DISSERTATION PROPOSAL

As soon as the preliminary examination has been successfully completed, the student should focus on preparing a dissertation research proposal. The research proposal should be approved at a meeting of the student's advisory committee, at which time the feasibility of the proposed research should be reviewed. The approved proposal, signed by all members of the student's advisory committee, the head of the student's major department (or chair of the intercollegiate faculty, if applicable), must be submitted to the Office of Graduate and Professional Studies at least 10 working days prior to the submission of the Request for the Final Examination (Final Defense of the Dissertation). Please check resources for degree completion <https://grad.tamu.edu/academics/degree-completion>

**Doctoral students in the Department of Marketing are typically expected to defend their dissertation proposal prior to the summer of their fourth year in the program. To maximize the student's job market placement prospects, the department strongly recommends that the dissertation proposal defense be completed *before* job market applications are emailed.**

An oral defense of the dissertation proposal is required. The proposal defense is open to all Mays Business School graduate faculty members, doctoral students, and other interested persons. Those attending the proposal defense are encouraged to provide the student with recommendations for improving or modifying the dissertation research design. Each member of the Dissertation Committee must be present at the proposal defense. Students are allowed one substitute (the chair must be present, however). If the missing member is from outside the department, the substitute must also come from outside the department. Finally, all committee members (and substitutes) must be members of the Graduate Faculty. The student is expected to email a copy of their proposal to all committee members two weeks prior to the scheduled oral defence.



The ability to perform independent research must be demonstrated by the dissertation. Although acceptance of the dissertation proposal is based primarily on the scholarly merit of the proposed research, the proposal must also exhibit creditable literary workmanship. Of course, the proposal presented is likely to be revised based on inputs received during the proposal defense. Upon having successfully defended their dissertation proposal the students need to submit this proposal to OGS along to the following form: <http://ogaps.tamu.edu/OGAPS/media/media-library/documents/Forms%20and%20Information/Proposal-Approval-Page.pdf>

#### **5.8.ADMISSION TO CANDIDACY**

To be admitted to candidacy for the doctoral degree, a student must have:

- A cumulative GPA and degree plan GPA of at least 3.00.
- Satisfied the residency requirement.
- Completed the formal coursework.
- Passed the Preliminary Examination.
- Filed with the Director of the Office of Graduate Studies the dissertation proposal approved by the student's Advisory Committee.
- Receive notification from the Office of Graduate Studies that the student's proposal has been approved. This notification will be delayed if the Internal Review Board has not already approved the student's proposal.

The student and the Chair of the Advisory Committee should receive written notification from the Office of Graduate Studies certifying admission to candidacy. The student should be admitted to candidacy well in advance of the date when the degree is to be granted. The Final Examination will not be authorized for a student who has not been admitted to candidacy.

#### **5.9.DISSERTATION RESEARCH**

The doctoral dissertation must be original work by the student. The dissertation must show mastery of the literature and relevant research techniques, be written in credible literary form, and represent a contribution to knowledge in the field. As the Council of Graduate Schools notes: "the doctoral dissertation should be a distinct contribution to knowledge, and of sufficient value to warrant its publication in a reputable journal, or as a book or monograph." In years past some universities required that the dissertation (or a substantial part) be published before the degree was officially awarded. Today, that requirement has virtually disappeared; instead the common criterion has become the phrase *worthy of publication*.

The format of the dissertation must comply exactly with the instructions and specifications of the Office of Graduate Studies.

#### **Dissertation Defense/Final Examination**

Upon the recommendation of the student's Advisory Committee, a Final Examination (oral in nature) will be scheduled. The student's Advisory Committee, as finally constituted, will conduct this examination. The Final Examination is not to be administered until such time that

the dissertation is available to the student's Advisory Committee in substantially final form. This document would constitute, as a minimum, a typed version that is complete in all respects. Moreover, all members of the Advisory Committee must have had adequate time to review the document.

Typically, a period of 14 weeks between the proposal defense and the final defense is required, starting when the proposal defense is filed with the Office of Graduate Studies. Under the most adverse circumstances this 14 week period may be reduced at the discretion of the Office of Graduate Studies. The student is expected to email a copy of their dissertation to all committee members two weeks prior to the scheduled oral defense. Please check resources for degree completion <https://grad.tamu.edu/academics/degree-completion>

For the final defense to take place, each committee member must be present. Students are allowed one substitute (the chair must be present, however). If the missing member is from outside the department, the substitute must also come from outside the department. Finally, all committee members (and substitutes) must be members of the Graduate Faculty.

- **Scope of Examination.** The major portion of the time will be devoted to the dissertation and closely allied topics.
- **Participation and Evaluation.** The Final Examination is open to all members of the Graduate Faculty of Texas A&M University. Therefore, persons other than members of the Graduate Faculty may choose to attend the Final Examination. However, only the Advisory Committee will be present for evaluating the student's performance on the Final Examination.
- **Deadlines and Announcement.** The announcement of the Final Examination should be submitted to the Office of Graduate Studies at least two weeks in advance of the scheduled date for the Final Examination. The approval to hold the defense is signified by receipt from the Office of Graduate Studies of the form for the final defense. This form is later used by the Advisory Committee to submit its recommendations to the Director of the Office of Graduate Studies concerning the acceptability of the candidate for the doctoral degree.
- The candidate for the Ph.D. degree must pass a Final Examination by deadline dates announced in the Office of Graduate Studies Calendar each semester or summer session for graduation in that semester. If the Final Examination is held after the deadline, graduation is deferred until the following semester. In such instances, the student is considered graduation only, and need not register at all for that final semester.
- **Conditions for Holding the Final Exam.** The Final Examination may be held only if the student meets the following conditions (in addition to satisfactory status of the dissertation research):
  - Has completed all coursework on the degree plan.
  - Has a GPA of 3.0 or better and has no unabsolved grades of D, F, U, or I for courses listed on the degree plan.
  - Has an approved research proposal on file with the Office of Graduate Studies.

- Has been admitted to candidacy.

## 6. EVALUATION OF STUDENT PROGRESS

### 6.1 COURSEWORK

Academic excellence is expected in all work undertaken. Graduate students at Texas A&M University must maintain a minimum grade point requirement (GPR) of 3.00 (B average, based on a 4.00 maximum) in all course work throughout the period of graduate study. After admission to the Ph.D. Program, all grades earned in courses taken at Texas A&M University will be used in computing the GPR.

1. A grade of D, or F earned in any required course will result in the student's dismissal from the Marketing Ph.D. program.
2. Two grades of C or U earned in any required course constitutes prima facie evidence against continuation in the Ph.D. program. Students who earn two grades of C or U will be referred to the Ph.D. Program Council, which may, at its sole discretion, recommend that the student be dismissed from the Marketing Ph.D. program.
3. Three or more grades of C and/or U earned in any required doctoral courses, including MKTG 691, will result in the student's dismissal from the Marketing Ph.D. program.
4. For the purpose of the previous three paragraphs, the term "required course" refers to a course that is either: (i) on the student's degree plan, or (ii) part of the required departmental seminars, for students who do not yet have a degree plan, or (iii) a course that the student has taken at the specific request of the Ph.D. Program Director.

A student is considered to be on scholastic probation if the student's GPR falls below the minimum 3.0 in any semester. Failure to remedy such academic deficiency before the qualifying exam will result in the student's dismissal from the Marketing Ph.D. program. **In addition to regular coursework, three types of formal evaluation are provided: A first year evaluation, to be provided after the students present their first year paper, a second year evaluation, to be provided after the students present their second year paper, and an annual evaluation thereafter in cases when the student is not progressing satisfactorily.**

### 6.2 ANNUAL EVALUATIONS

The performance and progress of all marketing doctoral students will be evaluated periodically, in writing, according to the following schedule:

- For first year students, within 30 calendar days after the completion of the first year paper presentation. In case the first-year paper presentation is repeated, the student will be again evaluated within 30 calendar days after completion of the second attempt.
- For second year students, within 30 calendar days after the completion of the second year paper presentation. In case the second year paper presentation is repeated, the student will be again evaluated within 30 calendar days after completion of the second attempt.

- For all other students, during the summer following each academic year.

The evaluation will be performed by the Ph.D. Program Council. The evaluation considers the student's coursework progress, performance on the first or second year paper, progress towards completing the dissertation, performance as a graduate assistant, and any other aspect relevant to the student's progress in the Ph.D. program in accordance with the objectives and expectations outlined in this Handbook, in the Mays Business School Ph.D. Handbook, in the Texas A&M Graduate Catalog, or in any other similar document.

After reviewing the totality of the evaluation portfolio, the Ph.D. Program Council may:

- i. Determine the student's progress to be **SATISFACTORY**, and continue the student in good standing in the program.
- ii. Determine the student's progress to be **UNSATISFACTORY**, and place the student on probation, for a period of time to be determined by the Ph.D. Program Council. Students placed on probation will be given specific reasons for their deficiencies, along with a clear indication of remedial measures that students must complete according to a pre-determined schedule.
- iii. Determine the student's progress to be **UNSATISFACTORY**, and recommend to the Office of Graduate Studies that the student be dismissed from the Ph.D. program.
- iv. In the case of first-year students, ask the student to repeat the first year paper presentation at a date to be determined by the Ph.D. Council.
- v. In the case of second-year students, ask the student to repeat the second year paper presentation at a date to be determined by the Ph.D. Council.
- vi. Revoke the student's graduate assistantship, effective no sooner than the beginning of next regular (Fall or Spring) semester.
- vii. Determine the level of Summer support available to each student.

The student should review the comments, acknowledge that he/she has seen the evaluation portfolio and does/does not (as appropriate) wish to respond in writing. The original evaluation portfolio, along with any written response from the student will be kept in the student's permanent record.

### 6.3 STUDENT INPUT

To facilitate the annual evaluation as well as to allow the Ph.D. Program Director to best advise each student, students are required to complete a form at the end of each Fall and Spring semester, which will include information on courses they took, grades they have obtained, conferences they have participated into and any research or teaching achievements that they have attained in that semester. The students will also provide a very brief report that outlines their research progress in that semester as well as any challenges that they face. The Ph.D. Program Director and the members of the Ph.D. Council will use that information to best advise and help the student make effective progress going forward.

## **7. EXPECTATIONS FOR GOOD PRACTICE IN GRADUATE EDUCATION<sup>3</sup>**

The major goals of graduate education at Texas A&M University are to instill in each student an understanding of and a capacity for scholarship, independent judgment, academic rigor, and intellectual honesty. Faculty and graduate students have a shared obligation to work together to foster these goals through relationships that advance freedom of inquiry, demonstrate individual and professional integrity, and encourage common respect.

Graduate student progress is guided and evaluated by an advisor and a graduate committee. These individuals give direction and support for the appropriate developmental and learning goals of graduate students. The advisor and the graduate committee also have the obligation of evaluating a graduate student's academic performance. The graduate student, the advisor, and the graduate committee constitute the basic core of graduate education. It is the quality, scope, and extent of interaction in this group that determine the significance of the graduate experience.

High quality graduate education requires professional and ethical conduct of the participants. Faculty and graduate students have mutual responsibilities in ensuring academic standards and quality graduate programs. Excellence in graduate education is achieved when faculty and students are inspired, have the academic and professional backgrounds essential to function at the highest level, and are genuine in their mutual desire to see one another triumph. Any action that negatively affects this interaction destroys the whole relationship. Mutual respect is critical to the successful process. With these goals in mind, these imperatives are put forth.

### **A. EXPECTATIONS FOR GRADUATE STUDENTS**

- Be committed to the PhD. Program full time. This is a full-time PhD program and students should not work for other entities or do any consulting or freelance work for any organization or entity while being in the PhD program.
- Strive every day to attain the goal that formed the basis of the admission decision: to pursue the highest quality research in order to secure a position at a top research school.
- Exercise the utmost integrity in all facets of the graduate program.
- Behave in a professional and mature manner in all interactions with faculty, staff, and fellow students, both graduate and undergraduate.
- Accept the chief responsibility to be knowledgeable of the rules and regulations governing graduate education, including those promulgated by Texas A&M University, the respective college, and the degree program.
- Enroll in the appropriate coursework to complete the degree plan.
- Maintain the appropriate standards to continue graduate studies.
- Understand that the faculty advisor and the committee members sustain the intellectual and instructional surroundings in which the student develops competencies.

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<sup>3</sup> This part was adapted from *Guidelines for Good Practice in Graduate Education* by the University of Oregon. As such, it has benefited from the work of the Graduate School at the University of California—Davis; the Graduate College and Graduate Council at the University of Southern California; and the Graduate School at North Carolina State University. This material is intended to be both constructive and instructive to faculty and graduate students. It does not constitute a contract with current or prospective students.

- Understand that the faculty members have the right to allocate their own professional time and other resources in diverse forms that are academically effective.
- Understand that the faculty advisor and the committee members are accountable for monitoring the accuracy, validity, and integrity of all facets of the student's program. A well-conceived program reflects positively on the student, the faculty advisor, the advisory committee, and the University.
- Acknowledge, as appropriate, the contributions of the faculty advisor and others in the student's publications and conference presentations.
- Maintain appropriate confidentiality concerning the creative activities and research of faculty, staff and fellow students prior to presentation or publication, in accordance with existing practices and policies of the discipline and of Texas A&M University.
- Submit documents (proposal, thesis, dissertation, etc.) that are the original work of the student. Plagiarism of any kind will not be tolerated.
- Attend all department research seminars by departmental and visiting faculty and other doctoral students. If a student cannot attend any seminar for any genuine reason, he/she should inform the Ph.D. Program Director well in advance.
- Attend all PhD student first and second year presentations, dissertation proposals, and dissertation defenses in the department. If a student cannot attend any seminar for any genuine reason, he/she should inform the Ph.D. Program Director well in advance.
- Come to work regularly during all the months that student is being paid as a GA. If the student has to go out of town, he/she should seek permission from his/her Committee Chair and the Ph.D. Program Director.
- Work on research projects even during periods during which the student may not be paid.
- Take initiative for his/her own research and be abreast of the milestones in the PhD program.
- Seek regular feedback from his/her Committee Chair, Ph.D. Program Director, and relevant faculty on his/her progress in the program and in GA assignments.
- Be accessible by email even while being out of town.
- Behave like worthy ambassadors of the school and university during visits to other schools, conferences, and professional events.

## **B. EXPECTATIONS FOR FACULTY**

- Exercise the utmost integrity in all facets of the graduate program.
- Provide intellectual and technical encouragement, and directions in support of a graduate student's progress toward degree completion.
- Establish a professional working environment that nurtures and encourages students to learn imaginatively both as an individual and as a team member.
- Develop a clear understanding with graduate students regarding their specific professional responsibilities, including time lines for completion of scholarly work, as well as the thesis or dissertation.
- Provide timely verbal or written assessment of each student's work.

- Provide a clear understanding of authorship procedure to each graduate student on collaborative projects that may result in publication.
- Refrain from asking any student to undertake personal tasks.
- Relate mutually with graduate students in a professional and civil fashion and in conformity with Texas A&M University policies governing nondiscrimination and sexual harassment.
- Justly assess student achievement regardless of religion, race, gender, sexual orientation, nationality, or other criteria that are not germane to academic performance.
- Decline service on graduate committees when there is a non-academic relationship between the faculty member and the student that may result in a conflict of interest.

### **C. MENTORING AND ADVISING EXPECTATIONS FOR GRADUATE STUDENTS**

Graduate education is designed to ensure the development of the highest level of competencies. Graduate students rely on faculty advisors and advisory committee members to help them find and secure financial and/or intellectual resources to assist their graduate education.

The student's specific advisor may change during the course of the student's program. The role of an advisor also may change to become the role of a mentor. The committee chair in consultation with the student will select the members of the advisory committee.

#### **Each Graduate Student Is Expected To:**

- Dedicate the appropriate time and energy to accomplishing academic excellence and completion of the program.
- Understand the time constraints and other requests imposed on faculty members and program staff.
- Initiate inquiry to advance understanding of the academic subjects and advances in the field.
- Speak regularly with the faculty advisor and committee members, particularly with concerns associated with progression in the graduate program.

### **D. MENTORING AND ADVISING EXPECTATIONS FOR FACULTY**

The advocacy of faculty advisors for the academic progress of the graduate students in their program is fundamental. Certain degree programs assign faculty advisors to entering graduate students to provide counsel in academic and other matters. Other degree programs allow students to choose faculty advisors in accordance with disciplinary interest or expertise. A student should consult with the head of the administrative department concerning appointment of the chair of the advisory committee. Advising is multiform in its scope and breadth and may be accomplished in many ways.

A student's academic performance and a faculty member's scholarly and professional interests may coincide during the course of instruction and research. As the faculty-graduate student relationship matures and develops, direct collaborations may evolve. This may include the sharing of authorship or rights to intellectual property created through scholarly or other creative

activity. Such collaborations are encouraged and are a desired outcome of the mentoring process.

**Each Faculty Advisor Is Expected To:**

- Communicate clearly to each student the program requirements, including coursework, research, examinations, and thesis or dissertation (if applicable), and delineate the estimated time to complete each phase.
- Evaluate student progress and performance in regular and informative ways consistent with the practice of the field.
- Assist in developing creative, interpretive, writing, verbal, technical, reasoning, and quantitative competencies, as appropriate, in accordance with the expectations of the discipline.
- Attempt to ensure that the graduate student, as appropriate, initiates thesis or dissertation research in a timely fashion.
- Encourage each graduate student to participate in professional meetings or perform or display their work in public forums, as appropriate.
- Counsel each student to develop the competencies and portfolio of achievements to be competitive for employment. This includes presenting a realistic view of the field and the market at any given time and making use of professional contacts for the benefit of one's students, as appropriate.
- Create an ethos of collegiality so that learning takes place within a community of scholars.
- Encourage the student to learn and conform to accepted standards in ethics and scholarly conduct. This includes both general standards and those specific to the discipline.



## Appendix A: Program Progression Chart

